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ABSTRACT

The document addresses itself to the changing attitudes concerning jobs acceptable to and for women, and the time lag involved in their qualification in technical skills. Myths and facts about women workers are explored and discounted. The author holds to the position that men are male, women are female, and jobs are neuter. The first step toward full utilization of women in all fields is a frank evaluation of the attitudes of organizational leadership toward more women in top-level middle-management positions, and women in nontraditional job areas. The second step is the provision of opportunities for training and advancement toward that goal. Special consideration is given to the role of women in the military, and the author points out that all the services have announced programs to achieve wider utilization across the full spectrum of noncombat jobs. Women now being recruited are either already qualified for technical jobs or capable and interested in being trained for them. In the military, drawbacks exist for women with children in that they are expected to resolve family responsibilities and may not expect favored treatment on the basis of being a mother. The author expresses optimism about the commitment of women in professional life and their willingness to help others join the ranks of the employed. (Author/PC)

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I AM DELIGHTED TO HAVE BEEN INVITED TO PARTICIPATE IN THE AEROSPACE CORPORATION WOMEN'S EQUALITY DAY. IT AFFORDS THE AIR FORCE AN OPPORTUNITY TO SHARE WITH YOU THE CHALLENGES THAT CONFRONT INDUSTRY AND MILITARY IN OUR EFFORTS TO INCREASE THE NUMBER OF WOMEN IN THE NATION'S AEROSPACE REQUIREMENTS. ONE OF OUR MOST SIGNIFICANT AND CRITICAL REQUIREMENTS IS TO MODERNIZE AEROSPACE SYSTEMS. THE AEROSPACE CORPORATION HAS A VITAL ROLE IN PROVIDING TO THE NATION THE TECHNICAL RESOURCE OF HIGH COMPETENCE. NEVER HAS INDUSTRY OR THE AIR FORCE NEEDED THAT ASSISTANCE MORE THAN WE DO TODAY. WE NEED THE CONTRIBUTIONS OF WOMEN IN THIS PROFESSION AND WE HAVE A COMMITMENT TO DO BETTER. HOWEVER, WE ARE FACED WITH THE DILEMMA OF EVOLUTIONARY CHANGES IN JOBS ACCEPTABLE TO AND FOR WOMEN, AND THE LAG IN TIME FOR THEIR QUALIFICATION IN TECHNICAL SKILLS.

WHEN I SAT AND PONDERED THE SUBJECT IT APPEARED TO ME THAT ALL QUESTIONS RELATING TO THE POSITION AND ROLE OF WOMEN IN SOCIETY TEND, SOONER OR LATER, TO RETURN TO THAT BASIC "WHEN DID IT ALL START?" THIS QUESTION WANDERS AROUND IN SEARCH OF AN ANSWER IN A CROSS-SECTION OF DISCIPLINES: ANTHROPOLOGY, SOCIOLOGY, RELIGION, PSYCHOLOGY, ECONOMICS, BIOLOGY AND SO ON. AS WE READ THE VARIOUS ACCOUNTS AND INTERPRETATIONS ONE BEGINS TO ACQUIRE AN UNEASY FEELING THAT THE ANSWERS ARE SOMEHOW MORE ACCURATE THAN THE QUESTION. IN OTHER WORDS, MORE OR LESS EVERY TYPE OF EXPLANATION CONTAINS SOME TRUTH. THE PROBLEM IS THAT THE EXPLANATIONS ARE SIMILAR TO THE ABUSES AND ATTACKS, RANDOM AND CHAOTIC WITH NO POINT OF FUSION TO PROVIDE A COMPREHENSIVE PICTURE.

FOR EXAMPLE, IS IT THE ECONOMIC POSITION OF WOMEN AS THE WORST PAID WORKERS, THE SOCIAL DESTINY OF WIFE AND MOTHERHOOD, OR THE IDEOLOGICAL ATTITUDES TO WOMEN AS ADAM'S RIB, BABY DOLL, OR "A BIT OF SKIRT" THAT MUST TAKE PRECEDENCE AS THE WORST OFFENDERS--AND AGAIN, WHICH CAME FIRST?

IT SEEMS TO ME THAT "WHY DID IT HAPPEN" AND "HISTORICALLY WHEN?" ARE BOTH FALSE QUESTIONS. THE FACT THAT IT HAS HAPPENED IS A GIVEN, WHICH CAN'T BE CHANGED, THUS THE QUESTION THAT SHOULD BE ASKED, I THINK, IS "WHAT ARE WE DOING ABOUT IT?"

THE MOST SIGNIFICANT DETERRENT TO FULL USE OF HUMAN RESOURCES IN MANAGEMENT TODAY IS THE UNDERUTILIZATION OF HALF OF OUR POTENTIAL RESOURCE--WOMEN.

HUMAN RESOURCES ARE THE FUNDAMENTAL BUILDING BLOCKS OF ANY INSTITUTION. PERSONNEL MANAGEMENT--WHETHER IN BUSINESS...OR INDUSTRY...OR SOME BRANCH OF THE FEDERAL GOVERNMENT...STARTS WITH PEOPLE--INDIVIDUALS--WITH HOPES AND DESIRES AND NEEDS--INDIVIDUALS WHO WANT TO MAKE CHOICES...WHO DESIRE, IN VARYING DEGREES, THE FREEDOM TO ACT, TO BECOME INVOLVED AND TO PARTICIPATE IN THE DECISIONS THAT AFFECT THEIR LIVES. OFTEN THE PROBLEMS IN THE AREA OF EQUAL OPPORTUNITY ARE SINS OF OMMISSIONS RATHER THAN COMMISSION. PERSONNEL MANAGERS ARE FACED WITH THE DAY-TO-DAY PROBLEMS OF MANAGING THE SYSTEM--HIRING, TRAINING, PROMOTING, ASSIGNING AND RETIRING OR FIRING EMPLOYEES. THERE IS THAT HUMAN RELUCTANCE ON THE PART OF MANAGEMENT TO RECOGNIZE THAT THERE MAY BE OTHER HIDDEN FACTORS INFLUENCING PERSONNEL DECISIONS IN THEIR ORGANIZATION.

LET'S EXAMINE, FOR EXAMPLE, SOME OF THESE REASONS WHICH HAVE CONTRIBUTED TO THE PAST PAUCITY OF WOMEN IN MANAGEMENT. CULTURALLY DETERMINED SEX ROLE STEREOTYPES HAVE PLAYED A MAJOR ROLE IN THE DEFINITIONS OF JUST WHAT CONSTITUTES ACCEPTABLE BEHAVIOR FOR MEN AND ACCEPTABLE BEHAVIOR FOR WOMEN. THEY HAVE DEFINED CHARACTERISTICS, QUALITIES AND ATTITUDES AS BEING EITHER MASCULINE OR FEMININE. THUS, MEN ARE PILOTS--WOMEN ARE STEWARDESSES; MEN ARE DOCTORS--WOMEN ARE NURSES; MEN ARE MANAGERS--WOMEN ARE SECRETARIES OR STENOS AND SO ON AD INFINITUM. YET, WE HERE TODAY KNOW THAT SIGNIFICANT DEVELOPMENTS IN OUR SOCIETY ARE PRESENTLY CREATING CHANGES IN SEX ROLE IDENTIFICATION. THERE ARE WOMEN IN VIRTUALLY EVERY OCCUPATIONAL AREA. NONETHELESS, WOMEN WORKERS STILL TEND TO BE CONCENTRATED IN THE SO-CALLED WOMEN'S JOBS.

SOME OF THE HIDDEN FACTORS ALLUDED TO WHICH ALL TOO OFTEN INFLUENCE PERSONNEL DECISIONS ARE BASED ON OR STEM FROM MYTHS AND MISCONCEPTIONS ABOUT WOMEN WORKERS. LET'S EXAMINE A FEW OF THE MYTHS AND THE FACTS.

MYTH: WOMEN WORK FOR PIN MONEY.

FACT: HALF OF THE 33 MILLION WOMEN IN THE LABOR FORCE ARE WORKING BECAUSE OF PRESSING ECONOMIC NEED.

MYTH: WOMEN ARE ONLY TEMPORARY WORKERS, YOUNG WOMEN AWAITING MARRIAGE.

FACT: 60% OF ALL WOMEN WORKERS ARE MARRIED, AND 50% OF THEM HAVE CHILDREN.

MYTH: WOMEN ARE ABSENT MORE OFTEN BECAUSE OF ILLNESS.

FACT: STUDIES BY THE DEPARTMENT OF HEALTH, EDUCATION AND WELFARE, SHOW VERY LITTLE DIFFERENCE IN ABSENTEE RATES OF MEN AND WOMEN.

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MYTH: WOMEN DO NOT MAKE GOOD SUPERVISORS.

FACT: STUDIES SHOW SOME WOMEN ARE GOOD SUPERVISORS AND SOME POOR--RATHER A REFLECTION OF THE EFFICIENCY SPECTRUM OF MEN.

MYTH: AN ALL-PREVADING MYTH IS THAT WOMEN CANNOT DO THE TYPES OF WORK THAT MEN DO BECAUSE THEY DON'T POSSESS THE SAME ATTITUDES AND ABILITIES.

FACT: DIFFERENT MEN HAVE DIFFERENT APTITUDES AND ABILITIES. SINCE 1922 THE HUMAN ENGINEERING LABORATORY OF JOHNSON O'CONNOR RESEARCH FOUNDATION HAS BEEN ENGAGED IN APTITUDE ASSESSMENT OF MEN AND WOMEN. THEY ARE INVOLVED IN THE MEASUREMENT OF INHERENT APTITUDES AND THE MEASUREMENT AND TEACHING OF ACQUIRED KNOWLEDGE OF THE 22 APTITUDE AND KNOW-LEDGE AREAS MEASURED. THEIR FINDINGS:

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THERE IS NO SEX DIFFERENCE IN 14 AREAS. WOMEN EXCELL IN 6, AND MEN EXCEL IN 2. THE POINT IS: THERE IS NO FIELD WHICH IS THE EXCLUSIVE DOMAIN OF EITHER SEX. I LIKE THE WAY AN AIR FORCE NEWS SERVICE EDITORIAL HANDLED THIS SUBJECT. THE EDITORIAL, ENTITLED "ALL ABOUT SEX," DISCUSSED THE THREE GENDERS IN THE ENGLISH LANGUAGE--MALE, FEMALE AND NEUTER THE POINT OF THE ARTICLE WAS THIS: MEN ARE MALE, WOMEN ARE FEMALE, AND JOBS ARE NEUTER. A VERY NEAT WAY TO EXPLODE A MYTH.

ALL OF THESE THINGS HELP TO EXPLAIN WHY THERE HAVE BEEN VERY FEW WOMEN IN MANAGEMENT POSITIONS--WHY THERE ARE SO FEW IN TECHNICAL, SCIENTIFIC AND ENGINEERING FIELDS. BUT AS I SAID EARLIER, WHY DID IT HAPPEN IS THE WRONG QUESTION. MERELY REHASHING THE WHY OR TALKING ABOUT THE NEED FOR MORE WOMEN IN SUCH POSITIONS DOES NOTHING TO CHANGE THE SITUATION.

AN ORGANIZATION MUST HAVE A DELIBERATE PLAN. IN FACT, THE DISTINGUISHING MARK OF A SUCCESSFUL ORGANIZATION IS TO KNOW WHERE IT IS, WHERE IT WANTS TO GO, AND HOW IT WILL GET THERE, MUCH LIKE A TRAVEL CLUB PROVIDING A TRIP MAP. FAR MORE TIME, MONEY, EFFORT AND OPPORTUNITY HAVE BEEN WASTED THROUGH LACK OF AN OBJECTIVE OR UNFAMILIARITY WITH THE ROUTE THAN THROUGH INABILITY TO TRAVEL. THE QUESTION IS THAT GIVEN AN OBJECTIVE TO CREATE A CONDITION WHEREBY WOMEN WILL BE INCLUDED IN ALL ASPECTS OF EMPLOYMENT, "WHAT IS BEING DONE ABOUT IT?"

ORGANIZATIONAL THINKING NEEDS TO BE SUPPORTIVE OF WHAT HAS BEEN TERMED "AFFIRMATIVE ACTION PROGRAMS." SUCH PROGRAMS ARE SOMETIMES MORE AFFIRATIONS OF PRINCIPLE THAN THEY ARE OF BLUEPRINTS FOR ACTIONS, MAPS OF THE TERRAIN, AND MOST IMPORTANT, ACHIEVEMENT

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OF A GOAL. THEY ARE GENERALLY LACKING IN SPECIFIC, RECOGNIZABLE OBJECTIVES, INTERIM GOALS, AND TIMETABLES BY WHICH THEY CAN MEASURE PROGRESS--OR A LACK OF IT. THERE IS SOMETIMES A LOT OF ACTIVITY BUT NO RESULTS. AFFIRMATIVE ACTION PROGRAMS, EQUAL OPPORTUNITY PROGRAMS OR OTHER SIMILAR PROGRAMS ARE ESTABLISHED BECAUSE OF UNRESPONSIVENESS TO THESE CONCERNS AND NEEDS. THEY ARE A METHOD OF "SHORT-CIRCUITING" ORGANIZATION HIERARCHIES IN ORDER TO FOCUS ATTENTION AND COORDINATE ACTION ON PERSONNEL PROBLEMS--PROBLEMS THAT NEED ATTENTION BUT WHICH TEND TO GET LOST IN THE NORMAL ROUTINE OF BUSINESS.

I THINK ATTITUDES OF ORGANIZATIONAL LEADERSHIP TOWARD INCLUDING ALL WOMEN

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IN ALL ASPECTS OF EMPLOYMENT IS THE BEGINNING POINT. IF MANAGEMENT APATHY OR AS SOME HAVE TERMED IT "BENIGN NEGLECT" CONTINUES AND ONLY SHORT-CIRCUIT PROGRAMS AND A LOT OF AIMLESS ACTIVITY ARE USED, WE WILL CONTINUE TO HAVE A CONDITION OF DRIFTING BACK INTO THESE CULTURALLY PRE-DETERMINED AND PREDICTABLE PATTERNS. PROGRESS WILL BE DIFFICULT TO SAY THE LEAST. WHAT CAN BE DONE?

THE FIRST STEP IS A FRANK EVALUATION OF THE CURRENT UTILIZATION OF WOMEN. WHAT IS ORGANIZATIONAL LEADERSHIP'S ATTITUDE TOWARD MORE WOMEN IN TOP LEVEL MIDDLE-MANAGEMENT POSITIONS AND WOMEN IN THE NON-TRADITIONAL JOBS? IF SUPPORT IS LACKING OR HALF-HEARTED, PROGRESS WILL BE DIFFICULT. YET THE PRESSURES HAVE NEVER BEEN GREATER IN SUPPORT OF CHANGES THAN THEY ARE TODAY. MANAGEMENT MUST BEGIN TO ESTABLISH PROGRAMS TO

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RECRUIT WOMEN WITH NEEDED SKILLS. THOSE REQUIREMENTS, THE KINDS OF TRAINING AND EDUCATION TO QUALIFY MUST BE COMMUNICATED TO YOUNG PEOPLE, HOPEFULLY AT A POINT EARLY IN HIGH SCHOOL.

TODAY, THE DEMAND FOR WOMEN IN MILITARY AND INDUSTRY POSITIONS REQUIRING A TECHNICAL ACADEMIC DEGREE FAR EXCEEDS THE SUPPLY. FRANKLY, THE EXPECTATIONS AND ASPIRATIONS OF WOMEN DURING THIS EVOLUTIONARY ERA HAVE FAR EXCEEDED THEIR PREPARATION. THE PERSISTENCE TOWARD TRADITIONAL ACADEMIC PREPARATION PATTERNS ARE STIFLING PROGRESS OF WOMEN AND MANAGEMENT IN ACHIEVING EQUAL OPPORTUNITY GOALS. BOTH ARE CAUGHT UP IN A TIME TRAP!

WHILE PREPARATION IS A RESPONSIBILITY OF THE INDIVIDUAL, WE IN MANAGEMENT MUST ARTICULATE OUR REQUIREMENTS MORE

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SPECIFICALLY THAN IN THE PAST, AND WE MUST INSURE THAT WE PROJECT OUR HONEST ACCEPTANCE OF WOMEN, THAT WE NO LONGER HARBOR RESERVATIONS ABOUT THEIR EMPLOYMENT, THAT WE ARE NOT IN FACT PRACTICING TOKENISM AND CONTAINMENT. THE ENGINEERS JOINT COUNCIL STUDY (1973) SHOWED A SIGNIFICANT REDUCTION IN ENGINEERING AND SCIENTIFIC ENROLLMENT IN THE U.S. SINCE 1970 AND CONCLUDES A SHORTAGE IS LIKELY FOR THE FUTURE.

WITHIN THE AIR FORCE MILITARY RESEARCH AND DEVELOPMENT COMMUNITY, OF OVER 8,500 OFFICERS, LESS THAN 1% ARE WOMEN. FOR THOSE FEW WOMEN WHO HAVE THE QUALIFICATIONS, THE AIR FORCE HAS PROVIDED SUBSTANTIAL REWARDS AND PROFESSIONAL DEVELOPMENT, ADVANCEMENT, EDUCATION AND READILY MARKETABLE EXPERIENCE. WOMEN, BY CONTINUING TO CONCENTRATE IN THE LIBERAL ARTS, ARE

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DEPRIVING THEMSELVES AND THEIR COUNTRY OF OPPORTUNITY AND ACHIEVEMENT IN TECHNICAL FIELDS. THE MILITARY, INDUSTRY, AND THE ACADEMIC COMMUNITIES CAN HELP MEN AND WOMEN REALIZE THE OPPORTUNITIES IN RESEARCH AND DEVELOPMENT JOBS BY COMMUNICATING THE JOB MARKET TO THEM. THERE ARE NO RESEARCH AND DEVELOPMENT JOBS IN THE AIR FORCE WHICH CANNOT BE FILLED BY ACADEMICALLY PREPARED WOMEN.

EARLIER I STATED THAT HUMAN RESOURCES ARE THE FUNDAMENTAL BUILDING BLOCKS OF ANY INSTITUTION. PERSONNEL MANAGEMENT STARTS WITH PEOPLE. THE THINGS THAT ARE OCCURRING IN MY PARTICULAR AREA OF PERSONNEL ARE THE MOST SIGNIFICANT IN THE HISTORY OF WOMEN IN THE MILITARY SINCE WORLD WAR II AND WILL HAVE A CONSIDERABLE IMPACT ON THE ARMED FORCES IN THE YEARS AHEAD. HOWEVER, IT IS NOT

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POSSIBLE TO ISOLATE THE SUBJECT OF MILITARY WOMEN FROM THE TOTAL MANPOWER/ PERSONNEL EQUATION AS THEY ARE STRUCTURALLY INTEGRATED WITHIN THE PERSONNEL FRAMEWORK OF THE AIR FORCE.

BECAUSE PEOPLE ARE OUR MOST IMPORTANT RESOURCE, THE AIR FORCE HAS DEVELOPED A PERSONNEL PLAN WITH STATED OBJECTIVES IN EACH PHASE OF WHAT WE TERM THE PERSONNEL LIFE CYCLE. THE LIFE CYCLE INCLUDES PROCUREMENT, EDUCATION AND TRAINING, UTILIZATION, RETIREMENT AND SEPARATION. IT IS A TOTAL SYSTEM THAT PROVIDES A FOUNDATION FOR THE INDIVIDUAL' ATTITUDE TOWARD JOB, ENVIRONMENT, CONTEMPORARIES AND THE AIR FORCE IN GENERAL.

IN THIS PERSONNEL PLAN, THE AIR FORCE HAS ESTABLISHED SPECIFIC STANDARDS--

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STANDARDS THAT OFFER REALISTIC, CONSTRUCTIVE ALTERNATIVES FOR COPING WITH TODAY'S ENVIRONMENT. THESE STANDARDS ARE THOSE WHICH PROVIDE INCREASED VISIBILITY AND CHOICE IN ASSIGNMENTS, EXPANDED TRAINING AND EDUCATIONAL OPPORTUNITIES--WHICH PROVIDE AIR FORCE PEOPLE SOME DEGREE OF CONTROL OVER THEIR DESTINIES. WE ARE ATTEMPTING TO MAKE SURE--THROUGH OUR PERSONNEL MANAGEMENT PLAN AND SYSTEM--THAT WE ARE SENSITIVE TO SOCIAL CHANGES IN OUR HUMAN RELATIONS PROGRAMS. EQUAL OPPORTUNITY--REGARDLESS OF RACE, CREED, OR SEX--IS STRESSED THROUGHOUT ALL PERSONNEL MANAGEMENT FUNCTIONS. WE ARE BUILDING A SYSTEM THAT IS MORE RESPONSIVE TO BOTH THE MISSION AND THE INDIVIDUAL--A SYSTEM OUR PEOPLE CAN BELIEVE IN AND SUPPORT. THIS PERSONNEL PLAN EXEMPLIFIES THE MAP I REFERRED TO PREVIOUSLY. IT IS A PLAN WHICH HAS FULL MANAGEMENT SUPPORT,

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OUTLINES SPECIFIC OBJECTIVES AND PRESENTS TIMETABLES. SOME OF THE SPECIFIC OBJECTIVES REPRESENT AFFIRMATIVE ACTION TO BE ACCOMPLISHED IN A RELATIVELY SHORT SPAN OF TIME AND THE INCREASED USE OF MILITARY WOMANPOWER IS ONE SUCH PROGRAM. NONE OF THE SERVICES QUESTIONS THAT WOMEN CAN AND WILL MAKE A SIGNIFICANT CONTRIBUTION TO THE ALL VOLUNTEER FORCE, BOTH IN NUMBERS AND SKILLS. FOLLOWING THE AIR FORCE LEAD OF SIX YEARS AGO, ALL OF THE SERVICES ARE DOUBLING AND TRIPLING THE USE OF MILITARY WOMEN IN THE FUTURE. WHILE TOTAL OVERALL STRENGTH OF THE SERVICES CONTINUE TO DIMINISH, THE NUMBERS OF WOMEN ARE PROGRAMMED TO INCREASE. THERE ARE SEVERAL REASONS FOR THIS:

- FIRST, WOMEN ARE A RESOURCE OF VOLUNTEERS WHICH HAS NOT BEEN SERIOUSLY SOUGHT SINCE WORLD WAR II.

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- SECOND, THERE ARE THOUSANDS OF JOBS THEY CAN DO.

- THIRD, THERE ARE INCREASING PRESSURES IN OUR SOCIETY TO MAKE GREATER OPPORTUNITIES AVAILABLE TO WOMEN.

- AND FOURTH, THEY ARE VOLUNTEERING IN UNPRECEDENTED NUMBERS TODAY.

WHEN THE DRAFT ENDED, THE AUTOMATIC WAITING LIST FOR MEN TO ENTER THE AIR FORCE CEASED. TODAY WE HAVE WOMEN WAITING AND I AM TALKING ABOUT FULLY QUALIFIED, HIGHLY MOTIVATED YOUNG WOMEN WHO ARE SEEKING TRAINING, EDUCATION AND JOB OPPORTUNITIES. THE SERVICES ARE NOT GOING TO MAKE UP ALL FUTURE MANPOWER SHORTAGES WITH WOMEN. BUT, THEIR ROLE WILL BE FAR MORE SIGNIFICANT IN THE FUTURE. THERE ARE NOW ABOUT 75,000 MILITARY WOMEN ON ACTIVE DUTY...THE HIGHEST SINCE WORLD WAR II. THAT

NUMBER WILL ALMOST DOUBLE WITHIN THE NEXT 4 YEARS TO OVER 130,000.

THAT MAY NOT SEEM LIKE MUCH PROGRESS WHEN YOU CONSIDER THAT OVER 266,000 WERE ON ACTIVE DUTY IN MAY OF 1945--THE PEAK STRENGTH OF MILITARY WOMEN DURING WORLD WAR II. HOWEVER, THEY NEVER REPRESENTED OVER 2% OF THE TOTAL MILITARY STRENGTH. BUT, THE AIR FORCE ALONE HAS QUADRUPLED THE NUMBER OF MILITARY WOMEN IN RECENT YEARS. THAT IS A DRAMATIC TREND! JUST 8 YEARS AGO WOMEN REPRESENTED LESS THAN 1% OF THE MILITARY STRENGTH OF THE AIR FORCE. IT IS ALMOST 4% NOW AND BY 1978 IT WILL BE ABOUT 7%, AND ONE OF FIVE NEW RECRUITS WILL BE A WOMAN BY THEN. TOKENISM THAT HAS HISTORICALLY CHARACTERIZED THE UTILIZATION OF WOMEN IN THE ARMED FORCES IN THE PAST IS NO LONGER ACCEPTABLE.

WHILE LAWS HAVE PROHIBITED WOMEN AS COMBATANTS BECAUSE OF THE RECOGNITION OF WOMEN'S PHYSICAL DIFFERENCES FROM MEN, THEY ALSO ARTICULATE A CONCEPT IN OUR CULTURE AS WELL AS IN MOST CIVILIZED CULTURES. IT IS AN ISSUE YET TO BE RESOLVED; BUT SOCIETY, NOT THE MILITARY, MUST DETERMINE THAT TRAUMATIC ISSUE EVENTUALLY. TO GET SOME PERSPECTIVE, IT IS IMPORTANT TO UNDERSTAND THAT THE VAST MAJORITY OF THE JOBS IN THE ARMED FORCES CAN BE PERFORMED BY WOMEN UNDER CURRENT LAW BECAUSE THEY INVOLVE NO DIRECT INVOLVEMENT AS COMBATANTS. WOMEN HAVE SERVED IN COMBAT ZONES. WOMEN IN THE AIR FORCE CAN NOW SERVE IN 96% OF ALL THE DIFFERENT CAREER FIELDS.

HOWEVER, OVER THE YEARS MILITARY WOMEN HAVE BEEN CONCENTRATED IN WHAT OUR CULTURE HAS RECOGNIZED AS "WOMEN'S JOBS"...NURSING, CLERICAL FIELDS, AND

ADMINISTRATION. RECENTLY, ALL OF THE SERVICES RECOGNIZED THAT THESE TRADITIONAL UTILIZATION PATTERNS ARE NO LONGER RELEVANT, ACCEPTABLE OR PRACTICAL. ALL THE SERVICES HAVE ANNOUNCED PROGRAMS TO ACHIEVE WIDER UTILIZATION ACROSS THE FULL SPECTRUM OF NON-COMBAT JOBS. SAYING IT IS NO PROBLEM, DOING IT IS THE CHALLENGE.

INCREASING THE NUMBERS OF WOMEN DOES NOT OVERCOME THE PROBLEM OF THIS CONCENTRATION UNLESS PERCENTAGE GOALS ARE SET BY SKILL. THE AIR FORCE DID THIS 2 YEARS AGO. WE NOW RECRUIT WOMEN EITHER ALREADY QUALIFIED FOR TECHNICAL JOBS OR CAPABLE AND INTERESTED IN BEING TRAINED TO DO THEM. IT HAS NOT BEEN AN EASY OBJECTIVE TO ACHIEVE. OUR SCHOOLS ARE NOT GRADUATING LARGE NUMBERS OF WOMEN CIVIL ENGINEERS, AERONAUTICAL ENGINEERS, PHYSICIANS AND WOMEN WHO HAVE ACQUIRED VOCATIONAL SKILLS AND KNOWLEDGE.

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IN SPITE OF THIS WE ARE SUCCEEDING BETTER THAN PREDICTED--IT LOOKS PROMISING FOR THE FUTURE, AND YOUNG WOMEN ARE DEFINITELY PROJECTING MORE INTEREST. THEY ARE RAPIDLY LEARNING OF THE PAY AND ADVANCEMENT ADVANTAGES IN THE NON-TRADITIONAL JOBS AS COMPARED TO THE TRADITIONAL.

WE ARE NOT ONLY TRAINING WOMEN IN THESE JOBS BUT ASSIGNING THEM ALL OVER THE WORLD. THE BASIC PHILOSOPHY IS SIMPLE: THE INDIVIDUAL MUST BE PHYSICALLY AND TECHNICALLY ABLE TO DO ALL OF THE JOB AND BE WILLING AND ABLE TO GO WHEREVER AND WHENEVER SHE IS NEEDED. IF SHE HAS FAMILY RESPONSIBILITIES (AND MANY DO) SHE IS EXPECTED TO RESOLVE THEM AND MAY NOT EXPECT FAVORED TREATMENT ON THE BASIS OF HER RESPONSIBILITIES AS A MOTHER, ANY MORE THAN A MALE MEMBER WITH CHILDREN WOULD RECEIVE.

THIS IS A TOUGH DECISION FOR MOST WOMEN...THE PROSPECT OF PROLONGED SEPARATION FROM CHILDREN. IT IS USUALLY A TOUGHER DECISION FOR A WOMAN THAN A MAN UNDER SIMILAR CIRCUMSTANCES... PARTICULARLY WHEN SMALL CHILDREN ARE INVOLVED.

IN THE MILITARY IT IS NOT THAT THE ESTABLISHMENT OF DAY CARE CENTERS FOR WORKING MOTHERS, THAT WOULD RESOLVE THE PROBLEM. IT GOES BEYOND THAT, BECAUSE WE ARE TALKING ABOUT NORMAL MILITARY ASSIGNMENTS TO OUT-OF-THE-WAY PLACES WHERE DEPENDENTS MAY NOT GO. THIS TYPE OF ASSIGNMENT AND SEPARATION SOMETIMES INVOLVES PERIODS OF A YEAR TO 18 MONTHS. THIS IS THE MAJOR DIFFERENCE BETWEEN CIVILIAN AND MILITARY EMPLOYMENT...THE PROSPECT OF WORLD-WIDE ASSIGNMENTS WHICH MIGHT ENTAIL PROLONGED FAMILY SEPARATIONS

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MILITARY MEN HAVE HAD TO LIVE WITH THIS WAY OF LIFE FOR YEARS. WOMEN ARE JUST NOW BEGINNING TO REALIZE THAT AS THEY STRIVE FOR EQUALITY IN THE MILITARY--THEY MUST ALSO SHARE THE UNPLEASANT ASPECTS AS WELL AS THE PLEASANT.

THE AIR FORCE IS COMMITTED TO THE PHILOSOPHY THAT ALL POLICIES AND PROCEDURES MUST BE THE SAME FOR MEN AND WOMEN UNLESS THERE ARE LEGAL OR LEGITIMATE RATIONAL REASONS FOR DIFFERENCES. WHEN AND IF THE EQUAL RIGHTS AMENDMENT IS RATIFIED, THERE WILL BE LESS IMPACT FOR INTERNAL CHANGE BECAUSE THE AIR FORCE HAS GEARED MOST OF ITS PERSONNEL POLICIES AND PROCEDURES TO INSURE, INSOFAR AS PRACTICAL, EQUAL OPPORTUNITY FOR THE SEXES. WHERE LAWS CLEARLY DISCRIMINATE WITHOUT RATIONAL BASIS, LEGISLATION HAS BEEN REQUESTED TO CORRECT THEM. WE BELIEVE THAT EACH

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INDIVIDUAL SHOULD COMPETE FOR JOBS AND PROMOTIONS ALONG WITH EVERYONE ELSE WITHOUT SEPARATE QUOTAS OR PROMOTION LISTS. IF INDIVIDUALS CANNOT COMPETE ON A PROFESSIONAL FOOTING THEY SHOULD NOT BE GIVEN FAVORED TREATMENT. THIS PRESUMES, OF COURSE, THAT THE SYSTEM IS UNBIASED. WOMEN ARE COMPETING SUCCESSFULLY WITHIN THE MILITARY SYSTEM OF THE AIR FORCE AND THEY HAVE DONE SO WITHOUT SEPARATE QUOTAS OR SEPARATE PROMOTION LISTS. THE RESULTS IN THE PAST HAVE NOT BEEN AS GRATIFYING AS WE MIGHT HAVE LIKED, BUT THOSE PROMOTIONS RECEIVED WERE BASED ON PROFESSIONAL COMPETITION, NOT QUOTAS. IN THIS CONNECTION, THE MILITARY WOMAN HAS AN ADVANTAGE OVER WOMEN IN OTHER EMPLOYMENT. UPWARD MOBILITY, WHICH IS A REAL PROBLEM IN MOST CIVILIAN OCCUPATION, IS A MATTER OF LAW IN THE MILITARY. THE PROMOTION PROVISIONS IN TITLE 10, U.S. CODE,

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NO LONGER DISCRIMINATE ON THE BASIS OF SEX AS THEY DID PRIOR TO 1967.

BY TAKING AFFIRMATIVE ACTIONS TO CHANGE POLICIES, THE AIR FORCE HAS REDUCED ANNUAL LOSSES OF ENLISTED WOMEN BY 50% IN THE PAST 10 YEARS. IN FISCAL YEAR 1973, THE ANNUAL TURNOVER OF ENLISTED WOMEN WAS ONLY 2 PERCENTILE POINTS HIGHER THAN FOR MEN...AS COMPARED WITH A PERCENTILE SPREAD OF 20 POINTS JUST 5 YEARS AGO. FACTORS WHICH INFLUENCE THE EMPLOYMENT OF HUMAN RESOURCES HAVE BEEN ALTERED DELIBERATELY AND DRAMATICALLY IN RECENT YEARS. LAWS, POLICIES, AND ATTITUDES HAVE CHANGED. PROGRESS HAS RESULTED BECAUSE THE COMMITMENT OF MANAGEMENT WAS FORCED TO DO BETTER.

I WOULD BE LESS THAN CANDID IF I WERE TO LEAVE YOU WITH THE IMPRESSION

THAT EVERYONE WELCOMES THE INCREASED UTILIZATION OF MILITARY WOMEN AND POLICY CHANGES WITH ENTHUSIASM. MILITARY WOMEN ARE STILL NOT FULLY ACCEPTED AND CULTURAL ATTITUDES OF BOTH MEN AND WOMEN WITHIN AND OUTSIDE THE MILITARY ARE INVOLVED. THERE IS STILL A LOT OF INTERNAL COMMUNICATION WORK--EDUCATIONAL AND HUMAN RELATIONS WORK TO BE DONE AT ALL LEVELS. THIS SAME PROCESS IS NEEDED IN ANY ORGANIZATION EMPLOYING WOMEN.

THAT WE ARE WITNESSING A FLOODTIME OF CHANGES, NO ONE CAN QUESTION. THEY ARE COMING SO SWIFTLY THAT CENTURIES ARE BEING ENCAPSULED INTO DECADES. BUT DO THEY REPRESENT A CULTURAL SHIFT? A RADICAL TURNING POINT? OR PUT ANOTHER WAY, IS WOMANKIND AWAKENING TO THE CHALLENGE? WILL SHE STEP THROUGH THE DOOR OF OPPORTUNITY NOW BECKONING TO HER?

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I PREDICT SHE WILL OVERCOME HER HISTORICAL TENDENCY TO ACCEPT LIMITED ROLES PERCEIVED FOR HER. I PREDICT SHE WILL RELEASE AN AVALANCHE OF TALENT THAT COULD MORE THAN DOUBLE THE CAPACITY OF OUR SOCIETY TO ACHIEVE. BUT, IT WON'T HAPPEN ALL AT ONCE.

IN MY JUDGMENT, THERE IS STRONG EVIDENCE OF A GROWING COMMITMENT AMONG WOMEN. THOSE WHO HAVE ACHIEVED STATURE AND SUCCESS ARE EXTENDING A HELPING HAND TO OTHERS. THOSE WOMEN WHO WANT TO RETAIN THE TRADITIONAL ROLES ARE BECOMING MORE SENSITIVE TO THE NEED FOR SELF-FULFILLMENT BY OTHERS SEEKING THE NON-TRADITIONAL AND VICE VERSA. THERE IS GROWING SENSITIVITY AND ENCOURAGEMET FROM MEN IN SOCIETY--THE ISSUE IS FREEDOM OF CHOICE AND THE HUMAN RESOURCE NEEDS OF THE WORLD. TO DENY THE POTENTIAL CONTRIBUTION OF ANY HUMAN TALENT IN OUR SOCIETY TODAY IS A MONUMENTAL SICKNESS--

TO TRY AND STEREOTYPE AND CHANNEL THAT CONTRIBUTION BY CATEGORIES OF PEOPLE IS EVENTUAL STAGNATION.

WHAT CAN BE IS MUCH MORE IMPORTANT THAN WHAT IS. THAT IS WHY, I THINK, GEORGE BERNARD SHAW ONCE SAID, "THE ONLY PROGRESS IN THE WORLD IS DEPENDENT UPON DISSATISFIED PEOPLE."

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